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# U.S. DEPARTMENT OF ENERGY

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## Strategic Plan

### Achieving and Promoting a Workforce that Looks Like America: A Companion to Workforce 21



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## I. INTRODUCTION

President Clinton challenged Federal Agencies to lead our Nation into the 21<sup>st</sup> Century by building a highly skilled and well-trained Federal workforce that looks like America. Energy Secretary Bill Richardson is committed to building a talented workforce that is representative of the Nation's diversity and which utilizes the skills of all employees in serving the American public.

More and more, the Department of Energy (DOE) finds itself competing with private industry to attract skilled employees to fulfill its missions in national security, energy resources, environmental management, and science and technology. Secretary Richardson stated, "If the Department is to remain competitive in a rapidly evolving scientific community and world economy, we must draw on the strengths and invest in the talents of our Nation's diverse population. By tapping the talents of our increasingly diverse communities, the Department is building a stronger foundation for itself and for the Nation".

In November 1998, shortly following his appointment as DOE Secretary, Bill Richardson launched a new initiative designed to build a talented and diverse workforce to carry out the Department's critical missions in the new millennium. His "Workforce for the 21<sup>st</sup> Century Initiative" (Workforce 21) focuses on strengthening the Department's technical and management capability through targeted hiring, career development, and workforce planning. Workforce 21 responds to workforce readiness issues that were exacerbated during the last four years of downsizing. For example, serious skills gaps developed within the scientific and technical areas; large numbers of managers have reached or are nearing retirement eligibility; internship, recruitment, and training programs to maintain the pipeline have atrophied because of budgetary constraints; and workforce diversity efforts suffered. For the first time in four years, the Department, under Workforce 21 will be able to undertake targeted hiring of personnel in key areas with skills and technical expertise that are critical to our missions.

Since the inception of Workforce 21, the Secretary underscored his personal commitment to address the Department's readiness challenges in a way that results in a workforce that is reflective of the Nation's diversity. In his December 1998, Department-wide memorandum entitled "Workforce 21 Diversity Goals," the Secretary communicated his strong and compelling commitment to achieving a representative workforce. "During my tenure, I am determined to make the DOE a model agency, staffed and managed by a talented and diverse workforce... It is incumbent upon each organization, as it conducts workforce planning, to establish a workable and innovative action plan to realize these goals and to ensure we have a high quality, representative workforce within DOE".

The Department's workforce is not representative of the Nation's diversity. One of DOE's biggest challenges is to address the manifest imbalance or conspicuous absence of women, minorities and the disabled in senior level, executive, and technical positions. The Secretary has initiated an extensive review of workforce management practices in order to promote diversity and to identify barriers that hinder the promotion of a representative workplace.

In response, the "Strategic Plan for Achieving and Promoting a Workforce that Looks Like America: A Companion to Workforce 21" was developed to ensure compliance with existing equal opportunity requirements and increase management accountability and commitment to building a representative workforce.

## II. OVERVIEW, GOAL, AND PURPOSE

The Department will now have an opportunity, under Workforce 21, to focus on diversity as it rebuilds its capacity to meet critical staffing needs and other workforce management and readiness issues. This document, "A Strategic Plan for Achieving a Workforce that Looks Like America," provides a road map for focusing on diversity while implementing Workforce 21. This Strategic Plan is developed to ensure that the Secretary's commitment to workforce diversity and equal opportunity is implemented in a corporate and focused manner.

Since this Strategic Plan supports the diversity elements of Workforce 21, it is important to identify the goal and purpose of each, as well as clarify how these efforts support one another. The goal of Workforce 21 is to build a talented and diverse workforce in order to strengthen the Department's technical, management, and overall workforce readiness capability to fulfill critical missions for the Nation. This goal will be achieved through recruitment strategies, targeted hiring, training, career development, and ongoing workforce planning.

**The goal of this Strategic Plan is to build a representative workforce while institutionalizing workforce management systems that promote equal opportunity at all levels of the Department.** The purpose of this Strategic Plan is to augment the Workforce 21 Initiative by establishing DOE-wide goals, reporting mechanisms, tools, guidance, and accountability aimed at strengthening existing diversity requirements in all areas of long-term workforce development.

Numerous barriers are documented in the Department's Affirmative Employment Program (AEP). Each Federal agency is required by law to develop plans to maintain an affirmative program of equal opportunity employment for all employees and applicants for employment (42 U.S.C. 2000e-16(b)); to have an affirmative action program plan for the hiring, placement, and advancement of individuals with disabilities (29 U.S.C. 791 (b)); and conduct a continuing program for the recruitment of minorities and women designated to ensure equal employment opportunity and to eliminate underrepresentation of these groups in various categories of employment (5 U.S.C. 7201). Plans developed must include, among other things, a workforce profile which identifies underrepresentation of women and minorities, and identification of problems and barriers, a statement of objectives, and solutions to eliminate underrepresentation. NOTE: An updated version of the DOE AEP has been developed and is undergoing Departmental coordination prior to submission to the EEOC.

In developing this Strategic Plan, discussions with employees and their representatives, and an extensive review of outreach, selection, hiring, and promotion procedures was conducted to identify career advancement barriers faced by women, minorities and the disabled. This review of DOE programs and practices reveal four major challenges that need immediate attention:

- Lack of management accountability to ensure fair representation of minorities and women at all grade levels. The AEP report found that women and minorities are often not considered for developmental and promotion opportunities and that managers do not always use the tools at their disposal to provide needed support.
- Lack of sufficient and appropriate outreach activities in recruiting a talented and diverse workforce -- especially for recruiting minorities and women at senior grade levels. The AEP found that recruitment practices are not effectively attracting a sufficient number of qualified women or minorities.
- Lack of sufficient and meaningful career planning and career development opportunities for current employees. The AEP report found that women and minority employees are not equally exposed to qualifying experience and training that is needed for promotion to higher level positions. There is a perception that "favorites" -- rarely women and minorities -- are often chosen to work on high profile projects that lead to career advancement opportunities.
- Lack of sufficient internships, fellowships, and other career entry job selections which contribute to building a diverse pipeline of employees for journeyman and senior level positions.

In order to address these shortcomings, this Plan establishes goals, reporting and oversight to ensure accountability. At the same time, this Plan identifies specific guidance and action items to strengthen diversity and equal employment opportunity (EEO) requirements in all areas of long-term workforce development. For example, managers are held accountable for addressing the underrepresentation of women and minorities by including diversity as a critical measure in executives' performance appraisals and bonus assessments.

As part of their Workforce 21 implementation plans, in addition to addressing skills needs, all Departmental organizations will be tasked to report on their efforts to address these challenges and shortcomings. This Strategic Plan includes four critical components to track these implementation efforts and ensure they are achieving and promoting a representative workforce:

- A. Setting Targets: Reporting and Tracking Outcomes: A system is established to set and track goals for each Office based on hiring and promotion opportunities to meet documented levels of underrepresentation of women, minorities, and persons with disabilities.
- B. Executive Steering Committee: Oversight and Accountability: An Executive Steering Committee chaired by the Deputy Secretary is established to monitor the overall implementation of this Plan. The Steering Committee reports to the Secretary on the progress each office is making in meeting its diversity goals and other workforce planning efforts, including reporting on best practices.

- C. Departmental Organization Plans and Responsibilities: Workforce 21 plan reviews shall include the status of efforts to address the problem areas described above.
- D. Working Teams: Institutionalizing and Strengthening Diversity: Working Teams are formed to identify and develop tools to support organizations with their workforce diversity efforts. An inventory will be developed of tools and best practices for strengthening diversity requirements in all areas of long-term workforce development. The Working Teams report to the Steering Committee.

The Executive Steering Committee will also monitor the implementation of accompanying plans, reports and recommendations aimed at addressing workforce imbalances. One report that is being finalized responds to OPM's call for a Hispanic Employment Plan to address the severe underrepresentation of Hispanics at all levels of Federal employment. Another report is planned to review outreach strategies to the disability community as required by the Affirmative Action Plan for Persons with Disabilities. A third report under development focuses on improving monitoring, reporting and compliance by DOE major and operating contractors of the "Diversity Clause" in their contracts. DOE major contractors manage the Department's Laboratories, which include about 105,000 employees. These major contractors are required to report on their workforce demographics and diversity efforts.

### **III. WORKFORCE PROFILE: THE UNDERREPRESENTATION CHALLENGE**

The Department of Energy is in a strong position to address the longstanding underrepresentation of women, minorities, persons with disabilities within its workforce -- especially at senior levels. With the advent of Workforce 21, the Department will have hundreds of hiring and promotion opportunities by the end of FY 2000. Some of these opportunities will be new hires authorized under Workforce 21 to meet critical skills gaps. Yet, a significant number are a result of attrition due to the Department's aging workforce -- for example, over 25% of all employees and 70% of career Senior Executive Service personnel will be retirement eligible within the next five years.

DOE managers have an opportunity and responsibility to make every effort to apply available hiring and promotion opportunities towards correcting workforce imbalances. Workforce 21 has a special focus on the need to grow and maintain a representative workforce as a business imperative. If the Department is not responsive in meeting the challenges of a rapidly changing national workforce, in which the number of women, minorities and persons with disabilities is steadily increasing, it will not be competitive in the employment market or successful in fulfilling its critical missions in the years ahead.

The following table illustrates DOE workforce profile by race and gender.

	SES	GS 13-15	GS 9-12	GS 5-8	GS 1-4	TOTAL DOE	1990 CLF
WM	76.2	62.9	33.8	11.6	67.8	53.0	42.6
WF	13.6	20.0	37.6	13.1	15.3	26.2	35.3
BM	3.4	3.2	4.3	2.7	4.2	3.3	4.9
BF	1.1	3.6	12.4	18.4	2.5	6.8	5.4
HM	2.4	2.9	3.3	2.1	2.5	2.9	4.8
HF	0.3	1.4	4.1	8.0	0.0	2.6	3.3
AM	2.6	4.0	1.6	0.1	2.5	2.7	1.5
AF	0.5	0.9	1.7	2.0	1.7	1.1	1.3
NAM	0.0	0.8	0.6	0.3	3.4	0.9	0.3
NAF	0.0	0.3	0.7	1.8	0.0	0.5	0.3

**NOTE:** Information is in percentages and as of 3-31-99; the Civilian Labor Force (CLF) percentages are as of 1990 and are the latest available official census data for use in the establishment of Affirmative Employment Plans.

**DISABLED:**

DOE REPORTED DISABILITIES: 5.4% vs. 7.2% for Federal Executive Branches

DOE TARGETED DISABILITIES: 0.7% vs. 1.2% for Federal Executive Branches (For Affirmative Action planning purposes, deafness, blindness, missing extremities, partial paralysis, convulsive disorders, mental retardation, mental illness, and distortion of the limb and/or spine)

Other reports document the severe underrepresentation of women, minorities, and employees with disabilities in scientific and technical positions. For example, the September 3, 1998 report, "A Critical Assessment of Research and Development Technical Managers Positions," found that 41% of DOE research and development (R&D) technical managers will be eligible for retirement within 5 years; 80% are white males; and only 8% are under 35 years of age. Of the 611 R&D technical managers, 44 were women (7.2%), 12 were African American (2.0%), 10 were Hispanic (1.6%), and 1 was Native American.

In addition, detailed information on underrepresentation is available through the Office of Economic Impact and Diversity and is reflected in the Department's AEP which chronicles specific occupational areas where progress is needed in making DOE's workforce more representative. Each Departmental organization is responsible for preparing an individual Affirmative Employment Plan that is consistent with the Department's goals and commitments. Properly focused, an organization's Workforce 21 activities should reinforce and contribute significantly to addressing the underrepresentation challenge and meeting AEP requirements.

#### **IV.COMPREHENSIVE MONITORING AND IMPLEMENTATION**

The basis of this Strategic Plan is a comprehensive management system built around continued senior level commitment and accountability to address the underrepresentation of women, minorities, and the disabled in the DOE workforce. At the same time, this Strategic Plan provides specific tools and guidance to support organizations in planning and developing efforts to improve workforce diversity.

##### **A. Setting Targets: Reporting and Tracking Hiring and Promotion Opportunities**

A system is established to set and track targets for each Office to improve diversity. Targets are based on hiring and promotion opportunities to meet documented levels of underrepresentation of women, minorities, and persons with disabilities.

The Department's overall goal is to eliminate underrepresentation of minorities, women, and persons with disabilities at all grade levels. Underrepresentation is measured by comparing the representation of employee groups in the Department's workforce with their availability in the civilian labor force. Diversity targets for Departmental organizations will be based on their permanent employment profile as of March 31, 1999, in comparison with civilian labor force statistics. To the extent that minorities, women, and persons with disabilities fall below the civilian labor force percentages, Departmental Elements will be expected to utilize their hiring opportunities to improve underrepresentation within their respective organizations. Further, since Workforce 21 also focuses on current employees, Departmental Elements also are expected to utilize opportunities for training, development, and promotions to improve representation of minorities, women, and persons with disabilities at the SES and GS 13-15 levels.

##### **B. Executive Steering Committee: Oversight and Accountability**

The Secretary has made it clear that he holds the Heads of all Departmental Elements fully accountable for meeting his overall readiness and diversity employment objectives, as well as the diversity-related actions in their Workforce 21 plans. In order to monitor their efforts, an Executive Steering Committee has been established that will report to the Secretary on the status of the DOE's efforts to improve workforce diversity. The Executive Steering Committee is composed of the following members:

- Deputy Secretary -- **Chair**
- Special Assistant to the Secretary for Minority Affairs
- The Director of Management and Administration
- Director of Economic Impact and Diversity
- The Director of Field Integration
- The Chief Financial Officer
- The General Counsel



The Executive Steering Committee meets bi-weekly (monthly with the Deputy Secretary) to monitor diversity employment plans and commitments made by Departmental Elements, as well as overall progress of this Strategic Plan. The Steering Committee will also work closely with the Field Management Council in monitoring progress and results in the workforce diversity arena. The functions of the Steering Committee include:

- Ensuring sustained attention from Secretarial Officers by reviewing the progress of their Diversity Plans as required by the Workforce 21 effort. Identifying opportunities for the Secretary to recognize those offices which excel in meeting workforce diversity goals, or establish model programs and practices.
- Reporting to the Secretary on the progress of organizations' diversity targets and workforce diversity charts (described above). Review demographic profiles of Departmental organizations and status reports of expected vacancies and promotion opportunities.
- Overseeing the Working Teams responsible for carrying out specific objectives in order to strengthen diversity and equal opportunity requirement (described below). In conjunction with the Action Teams, providing specific recommendations for strengthening existing diversity requirements.

### **C. Departmental Organization Plans and Responsibilities**

If meaningful progress is to be made in improving readiness and representativeness in the DOE workforce, Heads of Departmental organizations must take responsibility to carry out the Secretary's Workforce 21 Initiative and related requirements such as development and implementation of diversity strategies.

As part of their Workforce 21 implementation plans, all Department of Energy organizations have been tasked with assessing their current organizational staffing profiles to determine occupational areas of underrepresentation and develop effective mechanisms for eliminating workforce imbalances. In doing this, organizations need to utilize all available tools and means of assistance in rebuilding a talented and diverse workforce.

It is important to note that in order to achieve a representative workforce, strong diversity requirements must be introduced to all areas of workforce management, including critical hiring, employee development, succession planning and retention strategies. Each Head of Headquarters and Field Elements will be required to demonstrate the effectiveness of institutionalizing the goals of their Workforce 21 Plans in their respective organizations. These reports and efforts should be linked with the organization's Affirmative Employment Plans, and shall include updates on several areas:

- Efforts to provide current employees with meaningful career planning and development opportunities. Workforce and succession planning should include individual development plans for all employees and report plans to meet diversity targets.
- Efforts to utilize all human resources tools to support recruitment and promotion efforts that promote equal opportunity. Ensure that appropriate outreach activities are conducted in recruiting a talented and diverse workforce -- especially for recruiting minorities and women at senior grade levels -- as well as efforts to introduce fairness and openness to the hiring, promotion, and recruitment processes.
- Utilize intern programs and other entry-level hiring strategies to diversify the workforce and build a "pipeline" of talented employees for the future. This is especially critical with highly aging workforces, high turnover in mid-level and senior ranks and/or a large percentage of retirement eligible employees.
- Where applicable, monitor contractor compliance with the "Diversity Clause" which requires that major and operating contractors submit an annual diversity plan upon submission of their fee proposal in accordance with 48 CFR Part 970.

#### **D. Working Teams: Strengthening and Institutionalizing Diversity**

In order to document best practices and assist Departmental organizations with workforce diversity efforts, four Working Teams are established and report to the Executive Steering Committee. The Working Teams are charged with developing an inventory of tools and guidance to support the goals of this Strategic Plan. The teams are also charged with developing strategies for strengthening existing diversity requirements in all areas of long-term workforce planning. The Working Teams include representation from Headquarters and the field and include Human Resources, EEO and Diversity experts.

In achieving the goal of this Strategic Plan, the four Working Teams will focus on the following fundamental and ongoing objectives (see Appendix A for detailed plans):

1. Management Accountability, Tracking, and Reporting Results. Establish a variety of mechanisms for tracking, reporting and ensuring accountability regarding the outcome of staffing, training, placement, diversity and other activities under Workforce 21. This includes strengthening mechanisms such as performance appraisals and bonus assessments as vehicles for manager accountability.

2. Training, Employee Development, and Succession Planning. Conduct needs based organizational training analyses and within available resources provide all employees with individualized developmental plans and opportunities consistent with mission priorities, succession planning strategies, and workforce readiness objectives. This includes ensuring that women and minorities are given opportunities for high profile projects that provide qualifying experience for promotion to higher level positions.
3. Hiring, Promotion, and Workforce Management. Improve workforce management and staffing programs throughout the Department in support of the hiring, placement, and utilization of employees in a fair, open and competitive manner consistent with merit system principles and sound business practices.
4. Outreach and Recruitment. Develop and pursue effective corporate outreach and recruitment strategies with a wide variety of professional, educational, and employment communities to assure a continuous pool of talented and diverse job candidates throughout the Department to meet current and future workforce needs.

As an example of the tools already developed, in March 1999, the Office of Management and Administration released three related informational documents designed to assist organizations across the Department in developing effective strategies for locating, outreaching, and recruiting a highly talented and diverse workforce ("Recruitment Calendar;" "Diversity Employment and Recruitment Sources for Workforce 21; and, "Recruitment Strategies"). Copies of these documents can be obtained by calling the Office of Human Resources Management on 202-586-5610 or by accessing their Home Page at <http://www.ma.doe.gov/pers/>.

## **V. ENGAGING THE DOE COMMUNITY**

In his diversity Policy Statement dated September 17, 1998, Secretary Richardson states that diversity means inclusion -- hiring, promoting, and retaining employees of all races, ethnic groups, ages, people with disabilities, and men and women. Yet, the Department's workforce is not representative of the Nation's diversity. In order to reach workforce diversity goals, organizations and employees across the Department of Energy, particularly senior management, must focus their actions in support of the Strategic Plan.

Human resources and equal opportunity officials from across the Department are expected to conduct aggressive efforts to achieve and promote a representative workforce and implement EEO and AEP requirements. The managers of these programs need to mobilize resources and technical support to enhance timely implementation and ongoing support for the specific actions and requirements under this Plan. Officials from these programs will meet periodically with the Executive Steering Committee to share information and ideas on how to enhance successful implementation.

Federal employee unions and various advocacy groups that represent employee interests play a key role in ensuring that issues, concerns, ideas and suggestions are shared on how to help the Department improve readiness, representativeness and opportunities for all employees to contribute to the success of our missions. These groups will meet periodically with the Executive Steering Committee to discuss the status of the implementation and effectiveness of the plan.

## **Appendix A**

### **Working Team Recommendations and Action Items**

(Note: Since the Strategic Plan is implemented in conjunction with Workforce 21, these reports and recommendations are a work in progress. Tasks and action items may be identified and modified or added, as needed.)

Working Team 1: Management Accountability, Tracking and Reporting

Working Team 2: Training, Employee Development, and Succession Planning

Working Team 3: Hiring, Promotion, and Workforce Management

Working Team 4: Outreach and Recruitment

**WORKING TEAM 1**  
**MANAGEMENT ACCOUNTABILITY, TRACKING AND REPORTING RESULTS**

**Objective:** Establish a variety of mechanisms for tracking, reporting and ensuring accountability regarding the outcome of staffing, training, placement, diversity and other activities under Workforce 21.

**Task 1:** Develop baseline data

**Deliverable:** Baseline data developed and issued for DOE elements.

**Responsible Organization:** Office of Civil Rights and Diversity, ED-4

**Due Date:** March 30, 1999

**Task 2:** Develop a Diversity Tracking System (Accessions, Separations, Promotions, Developmental Details and Reassignments) and report each pay period.

**Deliverable:** Effective Tracking System and Pay Period Report

**Responsible Organization:** Office of Civil Rights and Diversity, ED-4

**Due Date:** March 30, 1999; on-going

**Task 3:** Develop Department-wide diversity goals via the Department's Affirmative Employment Plan

**Deliverable:** Diversity goals established and issued

**Responsible Organization:** Office of Civil Rights and Diversity, ED-4

**Due Date:** June 1999

**Task 4:** Amend DOE Order 311, Equal Employment Opportunity Program, to require HQ and Field EEO/Diversity Staff to make certain diversity certifications regarding critical hire selection certificates

**Deliverable:** Revised DOE 311.

**Responsible Organization:** Office of Civil Rights and Diversity, ED-4

**Due Date:** June 1999

**Task 5:** Amend DOE Order 311, Equal Employment Opportunity Program, to define diversity hiring plan requirements for DOE contractors.

**Deliverable:** Revised DOE 311.

**Responsible Organization:** Office of Civil Rights and Diversity, ED-4

**Due Date:** June 1999

**Task 6:** Develop DOE Vacancy Tracking System to monitor hiring under Workforce 21

**Deliverable:** Biweekly report on DOE vacancies that involve external recruitment. Results will be analyzed in areas of grade level hired, gender, ethnicity, etc., and provided to senior management and others.

**Responsible Organization:** Office of Human Resources Management, MA-3, with Office of Civil Rights and Diversity, ED-4.

**Due Date:** Biweekly – In Place

**Task 7:** Develop new performance management system for career SES.

**Deliverable:** New SES performance system which includes separate critical element focusing on diversity. SES bonus and Rank Awards systems will also be designed to place greater emphasis on workforce diversity accomplishments as basis for bonuses and other awards.

**Responsible Organization:** Office of Human Resources Management, MA-3, working with the Performance Review Board

**Due Date:** July 1999

## WORKING TEAM 2

### TRAINING, EMPLOYEE DEVELOPMENT AND SUCCESSION PLANNING

**Objective:** Conduct needs-based organizational training analyses and, within available resources, provide all employees with individualized developmental plans and opportunities consistent with mission priorities, succession planning strategies, and workforce readiness and diversity objectives.

**Task 1:** Develop a succession planning program guide that includes best practices that further workforce readiness and diversity.

**Deliverable:** Develop a planning guide that will be used to implement succession planning programs. Benchmark Federal agencies and commercial entities to identify exemplary succession planning programs that successfully address diversity goals/issues. Outline findings in writing and disseminate to Departmental Elements.

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due Date:** June 1999

**Task 2:** Issue Individual Development Plan (IDP) Guide to all Departmental Elements.

**Deliverable:** Issue memoranda to the Heads of Headquarters Departmental Elements and the Heads of Field Offices and Power Marketing Administrations with the guide as an attachment.

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due Date:** May 1999

**Task 3:** Issue to all Departmental Elements, guidance on developing annual training plans to address workforce readiness and competency needs.

**Deliverable:** Develop and disseminate a written guide to all Headquarters and Field Elements that outlines the data, information, and format for completing annual training plans. The annual training plans will be in accordance with DOE Order 360.1 and Workforce 21 Diversity Goals.

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due date:** June 1999

**Task 4:** Issue guidance to all Departmental Elements on using internships and fellowships to support workforce readiness and diversity.

**Deliverable:** Develop and disseminate a written guide to all Headquarters and Field Elements which outline various intern, fellowship, and career development programs that DOE employees can use to enhance career development and promotion opportunities.

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due Date:** June 1999

**Task 5:** Review Workforce 21 Plans and recommend amendments to plans, as required.

**Deliverable:** Assess each of the 48 Workforce 21 plans that were submitted to the Office of Human Resources Management to ensure training and succession planning readiness and diversity issues and strategies are addressed, and that improvements are made, as appropriate. Work with the submitting offices to improve strategies and programs, as necessary.

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due Date:** May 1999



## WORKING TEAM 3 STAFFING AND WORKFORCE MANAGEMENT

**Objective:** Improve workforce management and staffing programs throughout the Department in support of the hiring, placement, and utilization of employees in a fair, open, and competitive manner consistent with merit systems principles and sound business practices.

**Task 1:** Develop Recruitment and Outreach Workshops and Training Support at Headquarters

**Deliverable:** Present a series of workshops for managers, supervisors, and administrative officers on the hiring process. The objective of the workshops is to equip selecting officials with the tools for making timely, effective, and regulatory correct personnel decisions that further overall Workforce 21 and Departmental diversity objectives. Workshops will consist of an overview of merit principles, personnel staffing, position management, appointing authorities, recruitment sources, special employment programs, diversity, and related subjects having a bearing on Workforce 21 hiring. Workshops will also contain refresher training on the development of position descriptions, job analyses, crediting plans, and equal opportunity principles and practices.

**Responsible Organizations:** Office of Human Resources Management, MA-3 with the Office of Civil Rights and Diversity, ED-4.

**Due Date:** Sessions to begin by the end of June 1999

**Task 2:** Streamline the Headquarters Staffing Process

**Deliverable:** The use of alternative staffing approaches to facilitate Workforce 21 hiring such as: consolidated announcements for like vacancies across HQ Program Offices, use of open continuous announcements to "fill the pipeline," pre-identified rating panels, pre-established times for rating panels, greater use of subject-matter experts when panels aren't absolutely essential (when not prohibited by local merit promotion plans or collective bargaining agreements), use of Office of Personnel Management (OPM) Micro Computer Applicant Rating System (MARS), use of paid advertising for hard-to-fill positions, and other measures intended to reduce staffing cycle time.

**Responsible Organization:** Office of Human Resources Management, MA-3.

**Due Date:** Implementation of most actions by June 1999.

**Task 3:** Establish a DOE-wide policy for the consistent use of a uniform race and National origin for tracking job candidates at DOE.

**Deliverable:** Single form used by DOE to track race and national origin information.

**Responsible Organization:** Office of Human Resources Management, MA-3; Human Resources Directors, Office of Civil Rights and Diversity ED-4; and DOE Diversity Managers

**Due Date:** June 1999.

**Task 4:** Revamp the Senior Executive Service (SES) merit staffing process

**Deliverable:** A Merit Staffing Subgroup of the Executive Resources Board (ERB) established to ensure proper steps are taken on outreach, broad recruitment, elimination of barriers to candidacy, including representative selection panels and assurance of talented and diverse candidate pools from which to make selections.

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due Date:** March 1999 - - Completed

## WORKING TEAM 4 OUTREACH AND RECRUITMENT

**Objective:** Develop and pursue effective corporate outreach and recruitment strategies with a wide variety of professional, educational, and employment communities to assure a continuous pool of talented and diverse job candidates throughout the Department to meet current and future workforce needs.

**Task 1:** Expand Departmental presence at women and minority association meetings and conferences in order to expose a greater pool of potential applicants to employment opportunities.

**Deliverable:** Organize DOE conference participation with a goal of increasing DOE presence by 20%; develop a resume collection and distribution system for the resumes collected at the conferences and job fairs.

**Responsible Organizations:** Office of Human Resources Management, MA-3; Human Resources Directors and Diversity Managers

**Due Date:** Ongoing

**Task 2:** Develop a calendar of recruitment activities that is comprehensive and indicates date and location of DOE conference participation.

**Deliverable:** Recruitment calendars are distributed to hiring officials and others.

**Responsible Organizations:** Office of Human Resources Management, MA-3; Human Resources Directors and Diversity Managers

**Due Date:** March 1999 – Completed

**Task 3:** Develop a Diversity Recruitment Sources Guide that provides DOE hiring officials with information on recruitment sources including Historically Black Colleges and Universities (HBCU), Hispanic Servicing Institutions (HSI), Tribal Colleges, and women and minority professional associations.

**Deliverable:** Diversity Recruitment Sources Guide distributed to DOE hiring officials, Human Resource professionals, and Diversity Managers

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due Date:** March 1999 – Completed

**Task 4:** Develop a Diversity Recruitment Guide that outlines the hiring process, strategies for recruitment, and administrative flexibilities used to hire and retain employees.

**Deliverable:** Diversity Recruitment Guide distributed to DOE hiring officials, Field Managers, etc.

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due Date:** March 1999 – Completed

**Task 5:** Develop a "DOE EMPLOYMENT LINK" from the DOE Home Page to the MA-3 employment page, including a recruitment questions and answers section for recruits and school officials to communicate with the Department.

**Deliverable:** Evaluate usage of DOE employment home page for effectiveness and results.

**Responsible Organizations:** Office of Human Resources Management, MA-3

**Due Date:** June 1999; **NOTE: Link is completed**

**Task 6:** Utilize the Internet for advertising DOE employment opportunities

**Deliverable:** DOE employment advertising on the Internet

**Responsible Organizations:** Office of Human Resources Management, MA-3, Public Affairs

**Due Date:** September 1999

**Task 7:** Secure support for student programs and link programs so that students, faculty and hiring officials clearly see a "pipeline" into the Department of Energy.

**Deliverable:** (1) Increased participation by program offices and field sites as well as the number of students participating in the Student Diversity Partnership Program; (2) Assist OPM in the development of government-wide authority to allow non-competitive conversion of students graduating from programs such as the Student Diversity Partnership Program into full-time positions; (3) Secure support for, and participation in, the Energy Research Undergraduate Laboratory Fellowship Program; and (4) Benchmark the establishment of the Fossil Energy Hispanic Internship program for possible expansion to other DOE program offices.

**Responsible Organizations:** Office of Human Resources Management, MA-3; All Program Offices and Field Sites, as appropriate

**Due Date:** Ongoing

**Task 8:** Develop a "Recruitment Brochure" with information on the DOE mission, major functions and activities of programs of our National Laboratories, and other critical information for use by DOE recruiters.

**Deliverable:** Departmental Recruitment Brochure

**Responsible Organization:** Office of Human Resources Management, MA-3

**Due Date:** June 1999